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SPACE FLOW CHARTS

NOTE: These charts do not reflect requirements for black,
red, and green telephone equipments.

INDEPENDENT MOVES

REDESIGNATE OFFICE
OF THE CHIEF, PSD
AS OFFICE OF THE
CHIEF, CLEARANCE
DIVISION (3E-54)

MOVE FILES OF
CHIEF, ID (4E-71)
TO OFFICE OF THE
CHIEF, CLEARANCE
DIVISION (3E-54)

MOVE EPD(3F-28)
TO 4E-71 &
REDESIGNATE
PPA Div./PP Br.

COC TO 3F-28
AS DL/OSB

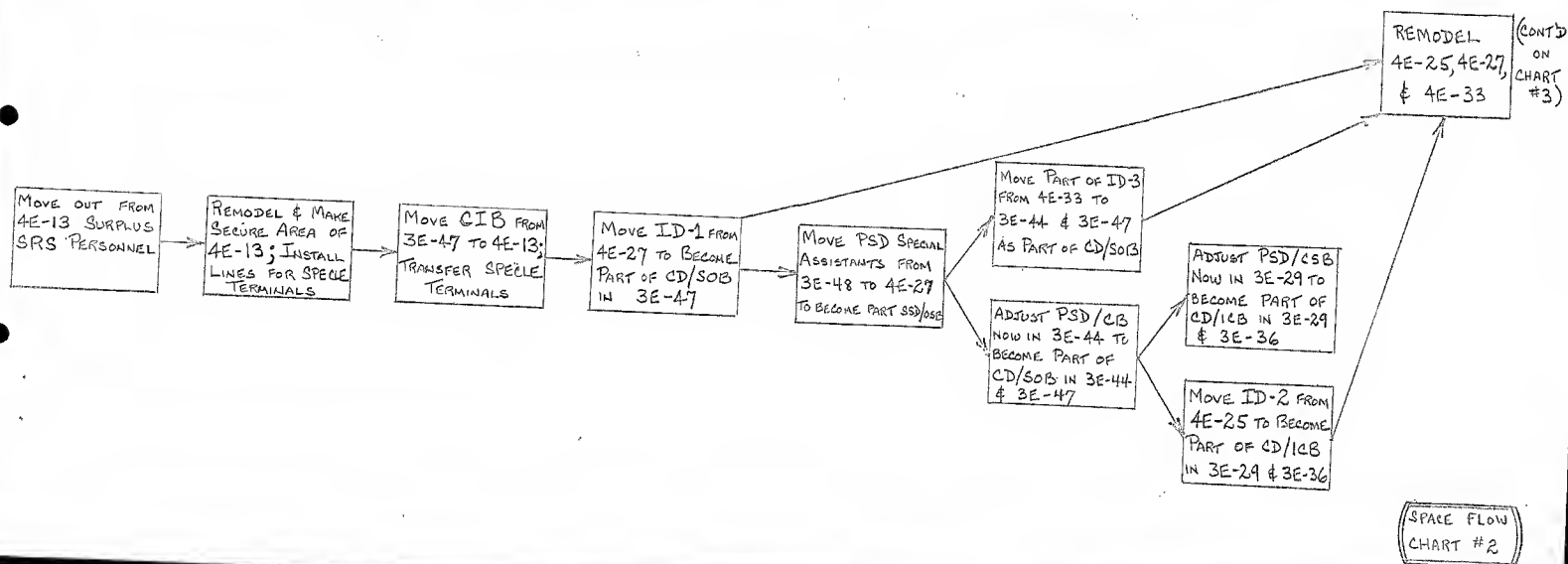
MOVE TRAINING
BRANCH FROM
COC TO
3F-28

MOVE SPECIAL
ASSISTANT, IOS
FROM 4E-53 TO
OFFICE OF C/OPS
PS&I

ALLOCATE 4E-53
TO LOGISTICS BR
FOR STORAGE

MODIFY 4E-49
PARTITION BETWEEN
B&F AND LOG Br

SPACE FLOW
CHART #1



(CONT'D FROM
CHART #2)

REMODEL
4E-25
4E-27
4E-33

MOVE PSD/EAB
FROM 3E-49 &
OSD/SAB FROM
COC TO FORM
SSD/EAB IN 4E-33

MOVE PARTS OF
OSD NOW IN COC,
GE-73, 1E-4838
TO BECOME SSD/
OSB IN 4E-27

MOVE REMNANT
OF SRS FROM
4E-13 TO FORM
CD/RESEARCH
BRANCH IN 3E-49

MOVE SURPLUS
SRS FILES FROM
4E-13 TO GE-42
(IF NECESSARY)

MOVE MICROFICHE
UNIT OF SR & CD
FROM GE-42
TO 4E-13

MOVE FILE
RETIREMENT UNIT
OF SR & CD FROM
GE-31 TO 4E-13

(IF NECESSARY)
STORE OLD
K CHECK
FILES IN GE-42

MOVE DC/CS & IPB
OF PHYS. SD FROM
COC TO 1E-4838
TO FORM ISSG;
INSTALL DATA TERM.

RECONFIGURE COC
SPACE OF PHYS.
SECURITY DIVISION
(SB/DSB/9% SB)

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13 June 1973

MEMORANDUM FOR: [REDACTED]

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Chairman, Office of Security
Reorganization Task Force

SUBJECT : Reorganization of OS
(Clearance Division
Implementation Plan)

1. Attached for your consideration is a proposed plan for the orderly implementation of the newly designated Clearance Division. The plan is broken down into the following sections:

Staff & Operations Branch
Industrial & Certification Branch
Research Branch
Space, Communications & Equipment
CAPER-OS Program

2. The Clearance Division subcommittee unanimously endorses the Reorganization Plan for Personnel Security and Investigations (PSI), and offers the opinion that the Reorganization Plan will work and will work effectively. The only areas of concern developed during this review that require further consideration by the Task Force are listed below:

- (a) Clerical staffing of the Industrial and Certification Branch does not appear adequate. Two additional slots should be provided for the present EAB incumbents (GS-7 and GS-9) involved in the Liaison Approval Program.

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[REDACTED] 25X1


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- (b) The four OS CAPER terminals proposed for the Clearance Division should have the capability of gaining access to SANCA. It is suggested that the Task Force implement a review to determine how this can be accomplished.
- (c) The detailed functional review of SRS (Tab C) recommends the reassignment of some current SRS functions to OS components other than the proposed Research Branch. The subcommittee feels that the placement of SRS functions and/or the elimination of functions should more properly be considered by the Task Force.
- (d) The Clearance Division has two of the largest branches in the organizational structure of the Office of Security. The subcommittee suggests that the Security Officer slot (GS-14) in the Staff and Operations Branch and in the Industrial and Certification Branch be redesignated as the Deputy Branch Chief.

3. The undersigned would like to acknowledge the excellent support rendered by IOS and PS personnel during this review. All participants were enthusiastic and positive in their approach to implementation problems. A listing of the individuals who assisted in this review is attached as the last page in this report.

4. The Clearance Division Implementation Plan can be accomplished in place in X-20 working days, however, complete implementation which will involve major space alterations will take much longer, probably from X-100 to 180 working days.


Chairman, Clearance Division
Implementation Subcommittee

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Attachment:
As stated

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It is anticipated that the majority of clearance requests will continue to be received initially in SRD. Clearance requests received directly by the Clearance Division or Staff and Operations Branch will be processed as before, i. e., the case will be forwarded to SRD for recording and initial processing and then to the appropriate Section in Staff and Operations Branch for input into the Clearance Division case control system.

The case officer approach will be utilized with each desk supervisor scheduling and supervising the field investigation, evaluating the completed case and making an appropriate clearance recommendation. The desk supervisor responsibility will include contact with representatives of the requesting office as appropriate.

Work Flow

Implementation

Implementation In Place

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1. X-20 working days. Indoctrination period for clerical and professional personnel.
2. X-10 working days. Notification to field of minor changes in letter of assignment and changes in control designation.
3. X-10 working days. Notification to requestors regarding new control designations (primarily for covert cases).
4. X-10 working days. Revision of forms - several forms will immediately be eliminated and other currently used forms can be annotated to reflect changes.

Phase II

Complete Implementation

Complete implementation (movement of personnel, equipment, etc.) depends entirely upon space availability which is the subject of a separate paper.

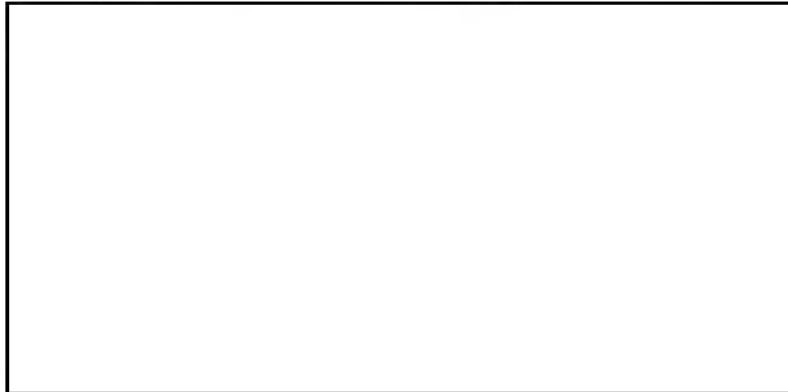
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The above designations will be coordinated with Chief, SRD, in order that he can instruct his personnel on the new designations to be placed on the control cards.

The control clerks will utilize these cards to control all cases involving field investigation and/or name checks and will post all pertinent actions on this card until the case is closed.

The remaining actions of the Branch, which involve file reviews only, will be controlled by means of a duplicate charge out card as is presently the case.

Case Management

Desk supervisors will be responsible for the management of each case assigned to them from its inception to completion. He will initiate letters of assignment [redacted], review reports or TWX's sent in [redacted] for content and possible leads, will initiate any follow-up correspondence to the field as necessary, and will grant the appropriate approval in completely favorable cases.

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Desk supervisors will prepare a memorandum in any case they consider questionable setting forth appropriate information pertaining to the approval or clearance involved, the individual's background, pertinent information developed from the investigation or polygraph, and his recommendation as to whether the approval/clearance should be granted or denied. Should the desk supervisor recommend approval, and this recommendation be concurred in by the Deputy Branch Chief and the Branch Chief, the latter should have the authority to grant the approval. However, if the desk supervisor recommends a security disapproval and the recommendation is concurred in at either the Branch or Division level, the case must be forwarded to the DD/PSI for final determination. All security disapprovals must be concurred in by DD/PSI.

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Work Flow

No basic change from that in effect at the present time (See Tab B attached).

Implementation

Phase I

Implementation In Place

1. X-20 working days. Cross-orientation of professionals and clerical personnel in the Special Clearance Branch and the Clearance Support Branch on work involved in each Branch.
2. X-10 working days. Consolidation of control cards presently utilized in Special Clearance Branch and Clearance Support Branch and establishment of one control system.
3. X-10 working days. Notification of any changes in procedures that would affect them.
4. X-10 working days. Notification to interested components of the Agency of any change in procedures which would affect them.

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Phase II

Complete Implementation

Complete implementation (movement of personnel, equipment, etc.) depends entirely upon space availability, which is the subject of a separate paper.

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CLEARANCE DIVISION

SPACE, COMMUNICATIONS AND EQUIPMENT

Space

In accordance with guidance received, we considered all space currently occupied by Office of Security components. In order to achieve the objectives of an orderly realignment of assigned functions with the least disruption of existing activities and personnel and the best utilization of available space, it was concluded that the Clearance Division should be located on the third floor. Recommended space allocations are as follows:

Office of Chief

Would be located in 3E-54. Space for the Chief and Deputy Chief would consist of private offices and space for two (2) secretaries and an additional room to store 200 sq. ft. of personnel files; total space equals 815 sq. ft. This area now is a secure area which would be modified by the allocation of the remaining 292 sq. ft. of the present room to the Staff and Operations Branch as shown on the attached floor plan (See Tab D).

Staff and Operations Branch

The 292 feet area referred to above would be utilized as office space for the Branch Chief, the GS-14 Security Officer, and a secretary. The remainder of the Branch would be located in Rooms 3E-44 and 3E-47. The total space allocated to the Branch consists of [REDACTED] sq. ft. per person. Room 3E-44 is a secure area.

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Industrial and Certification Branch

This Branch would be located in Rooms 3E-36 and 3E-29. The total space allocated to the Branch is [REDACTED] Staff personnel.

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Research Branch

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This Branch would be located in Room 3E-49 and would consist of space for [] Staff personnel, including private office space for the CI Specialist. The total area consists of [] per person. It is recommended that the entire area be made into a secure area. As an interim measure, it is recommended that the secure area located in Room GE-42 be utilized (if required) for storage of sensitive Research Branch files.

Communications

A gray phone line will be required by the Research Branch - the gray phone line in 4E-13 or GE-79 could be moved to the designated area on the third floor.

A green phone line will be required by the Industrial and Certification Branch. The green phone line currently utilized by the Support Division on the first floor could be reassigned to the designated third floor location.

The sterile ID telephone line for communication with IOS [] could be moved over the weekend to the Office of the DD/PSI with extensions in the Office of the Chief and Deputy Chief, Clearance Division, and in the Offices of the Chiefs of the Staff and Operations Branch and the Industrial and Certification Branch.

The sterile line currently utilized by SRS could be moved over a weekend into space designated for the Research Branch.

Equipment

Existing copying equipment currently utilized by [] and SRS will be required and moved to designated space for the Staff and Operations Branch and Research Branch, respectively.

A separate report is being submitted covering requirements for implementation of the CAPER Program.

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Minimum requirements for secure areas for storage of classified files is covered above under Space. The safes used by the Overt Branch that are currently used for temporary files would be surplus in Phase II, Complete Implementation, and could be used if additional classified storage is required pending completion of recommended construction of secure areas (see comment under Phase II below).

Implementation

Phase I

Implementation In Place

Implementation in place could be accomplished in X-20 working days inasmuch as all components of the Clearance Division have adequate space (including secure areas), communications, and equipment.

Phase II

Complete Implementation

Complete implementation, without major alterations of space as recommended above, assuming facilities are available for the movement of personnel and equipment could probably be implemented in X-30 working days.

Complete implementation with recommended alterations consisting of making Rooms 3E-36, 3E-29, 3E-44, and 3E-49 into secure areas would be difficult to estimate; however, based on priorities assigned, it would probably take from X-100 to X-180 working days.

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The Clearance Division should plan for two terminals each within the working areas of (1) the Staff and Operations Branch, and (2) the Industrial and Certification Branch. Two terminals should be in juxtaposition near the point where case processing papers and files are received and sent from each Branch.

At this time, there are lines and outlets for two terminals near the dumbwaiter on the third floor. The outlets are in Room 3E-29 in the space presently occupied by the of the Clearance Support Branch. Other lines and outlets are presently located on the fourth floor as follows: one (1) set is near the dumbwaiter in Room 4E-33 in the area presently occupied by the Overt Branch; and two (2) sets are located about fifteen feet from the hallway and separated by the partition which divides the Covert Branch from the Special Clearance. Thus, there is presently one (1) outlet in the present Covert Branch area (Room 4E-27) and one (1) in the present Special Clearance Branch area (Room 4E-25). If it should be decided that the two Branches will be located on one floor, lines and outlets can be requested as a part of overall work order for such an arrangement. Since CAPER terminals will operate from the grid system, it is not a major operation to change the number or location of terminal lines.

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The concept that CAPER-OS terminals may be used to query SANCA may, or may not, be valid. Certain software changes must be made before the Delta Data terminals (which will be used for CAPER-OS) can be used to query SANCA. Whether SANCA access can best be provided through the use of special SANCA terminals or through part-time use of the CAPER-OS terminals, will be a decision in which OJCS technicians would participate.

SANCA access can be provided. At this time, it can not be determined whether special lines and terminals would be required. At any rate, the provision of lines and outlets would not be a major problem if it is decided that access to SANCA is desired.

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The Reorganization's biggest impact on CAPER-OS is in the area of the program logic and the architecture of design. Changes in paper flow, in control listings, in component names and in report formats will require some re-examination. Meaningful re-examination of the CAPER-OS design, however, must await decisions by the Reorganization Implementation Committee which will establish the types of cases and the functions which are to be handled by the new components.

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13 JUN 1973

MEMORANDUM FOR: TASK FORCE

SUBJECT : Security Support Division, Implementation Plan,
Sub-committee Report

REFERENCE : Memorandum to Director of Security,
"Reorganization of the Office of Security,
with attachments from Task Force

PURPOSE

The sub-committee for the implementation of the Security Support Division/DD/PSI, has considered the reorganization plan and pursuant to its charge, submits this report for your review and concurrence.

SUMMARY OF FINDINGS

The implementation of the SSD/DD/PSI as conceptually established in the reference document can be accomplished with a minimum of difficulty and/or downtime. Operational Support Branch and External Activities Branch can be implemented in X plus 10 days. Interrogation Research Branch can be implemented on X date. The major stumbling block which can delay or otherwise create tardiness in the implementation schedule is that which relates to space, and the preparation of it for utilization by SSD and its Branch activities. The space need is basic to the implementation of the reorganization plan to enable the Division to become an operating entity, in terms of the handling of the combined workload without loss of effectiveness, and in those early steps necessary to fulfill the concept of combination of functions, and integration of personnel into the total responsibility area. This cross fertilization of personnel abilities and capabilities with its training needs is essential to the implementation, and it is necessary that for these total purposes the new organization be established in as cohesive a unit space environment as possible.

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25X1 SSD Offices, Ops Support Branch Offices, and EAB
25X1 Offices will be located in 4-E-27 and 4-E-33 areas in that order.
Additional space for the [] GS-14, and his
Security Assistant, GS-08, is located in 3-F-28 under the plan.
The activities of the [] will continue to be
carried out in GE-73. Interrogation Research Branch will continue
to occupy space in its present location. Adequate space will be avail-
able under the above arrangement. This space allocation is considered
minimal though sufficient for current workloads and the implementation
plan. In both Operational Support Branch and EAB, briefing areas
affording necessary privacy for sensitive conferences can be provided.

Personnel allotment under the furnished Table of Organization
is generally adequate for present workloads. It is quite possible that
minor adjustments may have to be made in both the Operational Support
Branch and External Activities Branch in both professional and clerical
ranks based on actual workload requirements and functional operating
experience.

The sub-committee has located the [] super- 25X1A
visor with the External Activities Branch in Room 4-E-33 where he
will continue these duties and perform additional EAB duties as his
time permits. As the Table of Organization did not identify a slot for
this officer, it will have to be taken out of the EAB T. O. This action
may require later adjustment in personnel staffing.

In general it was found that the organizational structure is
excellent from the standpoint of management and operation; is a
good organizational framework to build on; however, it must be
highlighted that both present space allocation and personnel staffing
is only adequate for present workload levels. For the future care will
be required so as to assure that the cohesive attitude of the organization
is not broken by fragmentation of office space and activities.

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ORGANIZATIONAL CONCEPT

Pursuant to referent basic documents and subsequent meeting with Task Force cognizant officers, the sub-committee proceeded in their deliberations in basic agreement that the new organization, to be most effective, must in fact result in a true combination of functions, and a total integration of the several professional capabilities areas. The cross fertilization of capabilities and skills, in both professional and clerical ranks, into a united, cohesive, and one faced organization is the aim of the operating Division and its Branches. This concept requires the impact of personnel assignment strategy dedicated to the placement of the most capable and most productive personnel in the T.O. structure, together with senior level supervision with strong leadership qualities, motivation, professional ability, and objective supervisory vision. This new organization bespeaks the requirement for action orientated personnel with professional quality in all areas.

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EXTERNAL ACTIVITIES BRANCH (EAB)

1. MISSION AND OBJECTIVES

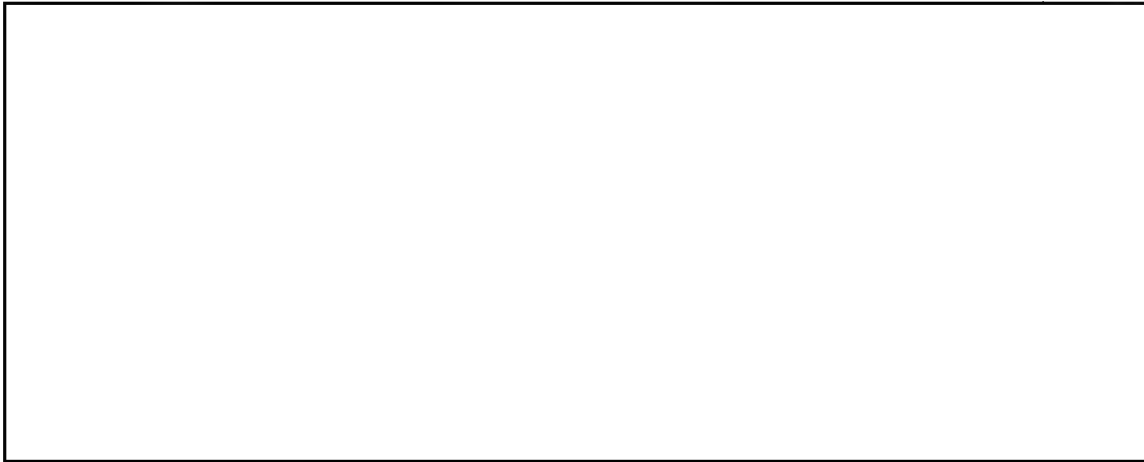
25X1A The External Activities Branch is responsible for the combined functions of the Employee Activities Branch, Personnel Security Division (less liaison approvals which are relegated to the new Clearance Division) and the Special Activities Branch (SAB)/IOS, to include

25X1 The EAB/SSD has responsibility for these specific functions areas:

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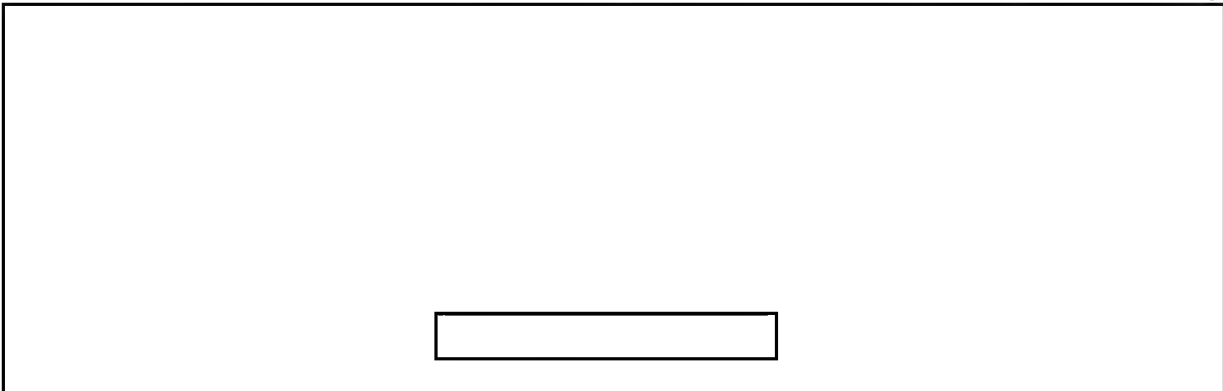
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(8) Renders miscellaneous services mainly resulting from Cover situations. In addition, handles related requests requiring guidance, handling of inquiries, development of regulations or policy, external training matters, and other miscellaneous matters.

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(10) Responsibility for matters established by Agency Regulations [redacted] which are prescribed as requirements for Agency employees in their employment situation and fall within the broad categories of official actions, outside activities, and code of conduct briefings. Included are those of a private nature which can be construed to affect Agency security such as:

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(12) Records and replies, where desirable, to nonspecific and crank correspondence from the general public; conducts liaison with other Agency components and offices as necessary in these matters.

(13) Provides security advice and guidance to individual offices, Agency officials, Boards, and organizations on the following:

(a) Honor and Merit Award Board

(b) Suggestion Award Board

(c) Employee Activity Association

(14) Provides official security office response for:

(a) Processing of Bureau of Employment Compensation Claims (BEC)

(b) Processing of retirement actions (letters, resumes' and exit interviews)

(c) Processing of problems or questions concerning disclosure of Agency affiliations

(15) EAB will supervise the operational and administrative requirements of the very sensitive [redacted] Project. This involves day to day contact with [redacted] supervisor administers this Project in terms of budgeting, funding, billing, and in the many areas of liaison required of this sensitive activity. In addition, the paper work administration for some 15 covert personnel for Credit Union, Insurance, T&A Cards, adjustment in pay, on the job injuries, training, PCS transfers, and the like, is an integral part of this [redacted] supervisory function.

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- (a) Contacts with representatives of foreign countries
- (b) Clearance of speeches and publications
- (c) Outside employment
- (d) Non-official courses as Instructor
- (e) Court procedures - appearing as witnesses or arrests

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- (g) Joining clubs or organizations
- (h) Completing questionnaires on applications
- (i) Involvement in publicity
- (j) Attending conventions
- (11) Responsibility for briefing programs related to sub-paragraph (10) above, and in formal briefings covering the following:

- (a) Travel
- (b) Hi-jacking
- (c) Separation and exit interviews
- (d) Denied area briefings to Agency personnel, consultants, and persons of interest to the Domestic Contact Service
- (e) Overseas returnee briefings and debriefings

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2. UTILIZATION OF PERSONNEL

The Table of Organization for the External Activities Branch as set forth in the referent reorganization plan is considered minimal, however, adequate for the implementation of the reorganization. Of major significance and concern is the requirement that the [] supervisor be integrated into the assigned T.O. without augmentation of that T.O. In short, it may be necessary to make suitable adjustment to the External Activities Branch T.O. once the reorganization plan is in operation and workload projections can be evaluated. It was decided by the sub-committee that the [] office will have spare time to work in other duty areas, and that the nature of the External Activities Branch operation and function best afford a duty area for the utilization of these services outside of his [] responsibilities.

In addition to the lean professional staffing indicated, the clerical T.O. may require augmentation or adjustment as the Branch gets into operation. Due to the large volume of activity in External Activities Branch, particularly in the number of Agency personnel processing through on a daily basis for travel, cover, Code of Conduct, outside activity, briefings, etc., the time of one secretary is almost fully taken up in making appointments, keeping controls, receptionist duties, and clerical work directly related to these functions. At peak periods, augmentation from within the Branch/Division is most probable. External Activities Branch will handle an approximate [] separate actions only as carryover from PSD/DDS/PS; thus, the combination of these actions with the SAB/SFD actions place a premium and heavy workload on clerical support, and of course the professional cadre.

The following utilization of personnel can be expected once the reorganization plan is implemented:

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Branch Chief

: Responsible for overall supervision of the Branch activities and personnel. Responsible for the development of procedure, plans, and programs dedicated to the most efficient and effective conduct of the office responsibility. Will be action officer in the Branch activities, including overall supervision of [redacted]

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One Security Officer

[redacted] External Activities Branch.

: Primary [redacted] supervisory officer who will have other EAB duties on part-time basis.

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Two Security Officers : Engaged in combined Branch mission and functions.

One Security Officer : Engaged in the conduct of Branch mission and functions. Will be primary supervisor of the [redacted]

25X

One Security Assistant: Action officer, [redacted] GE 73.

25X

One Courier

: [redacted]

25X

One Secretary Steno

: Secretary to Chief/EAB, EAB office secretary handling T&A's, [redacted] bookkeeping, cover, card controls, statistical reports, receptionist duties, appointments, etc.

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One Clerk Steno

: Control Clerk, [redacted] mail receipts, crank mail, [redacted] bookkeeping, receptionist duties, making appointments for briefings, shorthand and typing.

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One Security Clerk

: [redacted] duties, typing and filing, handling of overall duties with precedence to [redacted] duties.

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3. SPACE REQUIREMENTS

Space requirements for the operation of the External Activities Branch are adequate and afford no major problems to the implementation of the reorganization plan. The EAB office will be located in space in 4 E 33, for the major portion of the EAB function.

25X1 Space for the [] operation is available in GE 73.

Inasmuch as the EAB will conduct a continuing volume of travel, defensive, exit, cover, and other debriefings there is a major requirement for a secure briefing area for use by Branch personnel. While some of these briefing activities can be carried out in the individual office space which have partial partitioning, those sensitive defensive and exit interview debriefing and discussions require more security. Under the space plan this area is afforded in the square footage adjacent to the C/EAB office, and should be protected for these purposes.

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4. IMPLEMENTATION

The sub-committee foresees no major problems in the implementation of the External Activities Branch operation under the reorganization plan. Again, the timely action in refurbishing the office space will be a key in the implementation schedule. It is considered that, on the assumption that the personnel to be assigned to EAB will bring in a major body of current expertise in the combined function areas, the implementation may be effected on a solid production footing within 10 days of the implementation date. As will be set forth in the implementation wrap up, there will be consideration necessary to the transfer of policy and work files and control documents from Chamber of Commerce and other current office sites to the new space, which logistics effort will require time and effort prior to Branch operation.

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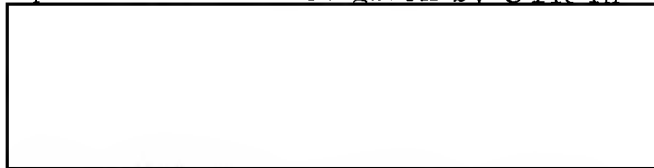
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Deputy Branch Chief: Is engaged in day to day supervision of case load, report review and release, case supervision, housekeeping statistics and reports.

Training & Research
Officer

: Is engaged in training and research activities, including training of new men, training plans for employees, and participation in and support of operational courses given by OTR in



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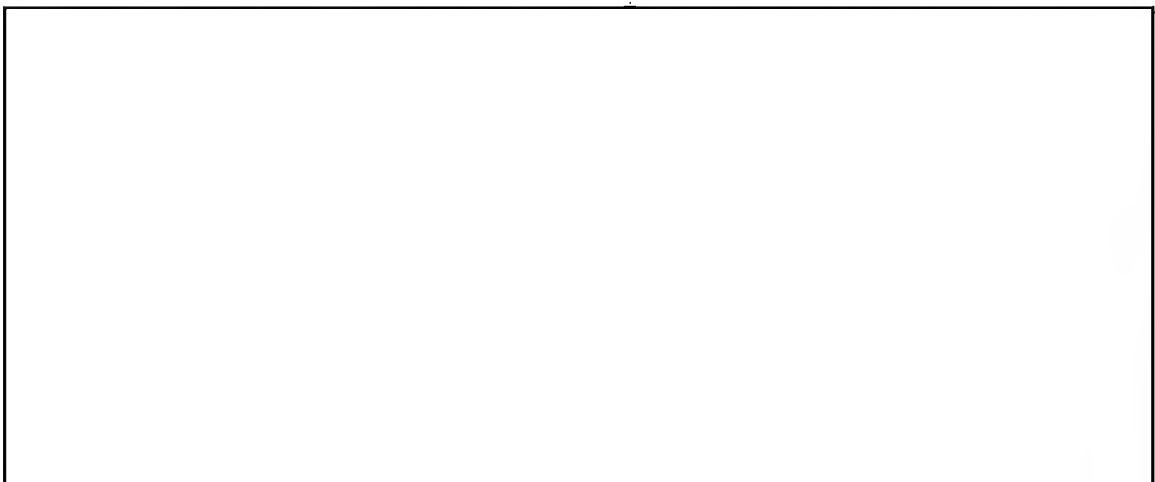
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on headquarters schedules. He is engaged in data collection and processing for research program and in planning, implementing, and supervising IRB contributions to the research program.

Overt Desk Chief

: Is engaged full time in the scheduling of overt or departmental cases, the selection of examiners for these cases, and the direct supervision of examiners handling such cases.

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25X9



25X1C

Serves as secretary to the Chief, performs secretarial duties for the Deputy Chief, and collects and scores research data for the Research Officer. Serves as the control point for flow of case files in and out and for flow of polygraph examination reports in and out of the office. Supervises file maintenance and file retirement programs. Assists other secretaries in taking dictation and transcribing reports of polygraph examinations.

Serve as scheduling points of contact, set up files and records on overt cases, and take dictation and transcribe reports of polygraph examinations on overt cases.



25X1C

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3. SPACE REQUIREMENTS

The Interrogation Research Branch will continue to occupy and operate from its current space in the 1 F 16 area. There is no requirement for additional space.

4. IMPLEMENTATION

The Interrogation Research Branch can begin to operate under the reorganization plan at such time as the in operation implementation date is established.

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OPERATIONAL SUPPORT BRANCH

1. MISSION AND OBJECTIVES

The Operational Support Branch, is responsible for the combined functions of the Operational Support Division/IOS and the Special Assistants, Personnel Security Division responsibilities, and the overall supervision of the [REDACTED]

25X1

The Operational Support Branch has responsibility in these specific function areas:

(1) Is available on a 24 hour basis to respond to personal security problems of Agency employees and their dependents to provide counseling and guidance, instruction on the Agency Code [REDACTED] and other Office of Personnel and Office of Medical Services. Is in direct contact with senior Agency officials as necessary in these sensitive matters. When the personal problem seriously threatens Agency security, the Operational Support Branch recommends disposition of the case e.g., transfer, termination, and/or referral to the Personnel Evaluation Board.

25X1

(2) Establishes, conducts, and maintains direct liaison with [REDACTED] U. S. Security and Intelligence Units of the U. S. Government as necessary to the accomplishment of the office mission.

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[REDACTED]

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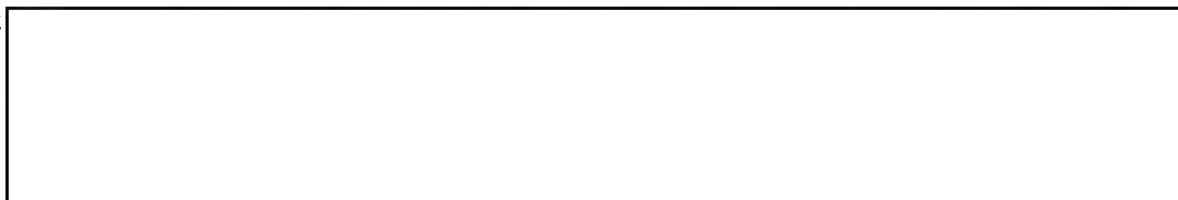
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(6) Conducts special inquiries, usually sensitive and limited in nature, to obtain information not related to the clearance program.

(7) Provides support to special projects utilizing, in a coordinated manner, the types of activities listed above.

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The review of the scope and functions of this Branch can only bring focus on the fact that the Operational Support Branch is the No. 1 action office within the Office of Security. The combination of the special support responsibilities which service the most sensitive operational requirements of the Deputy Directorate for Operations and other Agency components and the very sensitive personnel related action problem cases of the Agency make it of high priority front office Office of Security interest. In this Branch there must be highly proficient professional staffing, to meet these quick reaction and/or complex situations with a finality of dispatch, discretion, and with a judicious approach and follow through. Verbal and written reporting capability must be on a significantly high plane, thus this need bespeaks the caliber of personnel assignments to these positions. Dedication and motivation is also a high priority items in this assignment, as after hours and week-end duty is the norm rather than the exception.

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2. UTILIZATION OF PERSONNEL

The Table of Organization staffing of the Operational Support Branch as set forth in the referent reorganization plan is deemed a minimum one although adequate to enable the implementation of the Branch operation. Once underway, the workload activity of the Branch, in terms of available personnel, must be closely monitored so as to enable any adjustments in staffing to be made on a timely basis.

Conceptually, the professional personnel of the Operational Support Branch will, after an initial period of orientation and cross-training, operate as responsible officers in a function integrated environment. These professional Security Officers will be expected to conduct operations in the broad spectrum of the Branch mission responsibility areas, with a minimum of emphasis on specialization.

25X1 The sub-committee membership considers that the
assignment of the [] to additional duty as the
25X1 Deputy Branch Chief to be unrealistic from the workload stand-
point. It is felt that the [] requirement, which also
includes the GS-08 Security Assistant position, is currently a
full-time responsibility; thus, the ability to undertake additional
supervisory duties for the foreseeable future to be doubtful. For
that reason, and because of the special technical requirements
25X1 of the [] work and the lack of opportunity or desire to
cross-train other Branch personnel in the functions of this position,
this function could realistically operate outside of the main
Operational Support Branch space area; thus, the decision to
house this portion of the Branch activity to 3 F 28.

The following basic utilization of personnel can be expected once the plan is implemented:

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Branch Chief

: Is responsible for overall supervision of Branch activities and personnel. Is a major coordinator of Branch activities at that level, and responsible for development of plans, procedures, and programs for most effective operation of the Branch.

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: Is responsible for [redacted] and related activities. As able, assists Branch Chief in other Branch duties.

: Are engaged full-time in conduct and supervision of Branch mission and functions. Operate on scheduled basis as after hours SSD/OS Duty Officers.

: Is secretary to Branch Chief and responsible for overall Branch secretarial duties.

: Primarily responsible to provide stenographic and other clerical support to the Branch professional office staff.

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3. SPACE REQUIREMENTS

The Operational Support Branch will be located in available space in the 4E27 area as provided in the Reorganization Space Summary. Exception is the aforementioned utilization of space in 3F28 [] his Security Assistant.

Space needs for the Operational Support Branch are not only based on square footage consideration for assigned personnel. The nature of the action-orientated activities performed by this Branch and the extremely sensitive nature of its every day requirements dictates that adequate space be available for purposes of sensitive briefings and interviews. Operational Support Branch Security Officers are deeply involved with the investigation and resolution of very sensitive personal problems of Agency Staff personnel, requiring in most cases interviews with those employees involved, at which time the most personal and intimate personal activities and relationships must be discussed. As the Office of Security, as a matter of policy, is bound to the protection of the information regarding the personal affairs of Agency employees, such confidential disclosures must receive the highest possible protection. In like manner the sensitive operational support services performed by this Branch for the Deputy Directorate for Operations and other Agency Directorates must also receive security of information protection. The availability of a secure briefing interview area is, therefore, a major requirement in the Branch space plan. This security can be afforded in this area and is essentially available in the plan due to the positioning of the [] to the 3F28 space.

25X1

4. IMPLEMENTATION

The sub-committee considers that the implementation of the Operational Support Branch can be accomplished with a minimum of difficulty and/or downtime. This position is under the assumption that the personnel assigned to the Branch will, for the most part, have current expertise in one of the several major function responsibility areas of the new Branch. It was agreed that space preparation for utilization by the Branch would be most significant in terms of the implementation date. It was felt that operation of the Branch can be on a reasonably solid footage within ten days after the implementation date.

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SUMMARY OF IMPLEMENTATION
DETERMINATION AND SCHEDULES

Implementation will require phased actions in a number of important areas. Those agreed upon or is evidence include the following:

- (a) Space availability and basic plan.
- (b) Implementation for SSD, DD/PSI may proceed within 10 days of date set.

Among actions indicated as necessary prior to the implementation date:

- (a) Assignment of key personnel to the SSD/DD/PSI offices and Branches to facilitate direct management impact and interest of those who will supervise and conduct the affairs of SSD within the DD/PSI.
- (b) Consistent with (a), briefings and other distribution of information can begin so as to initiate orientation and knowledgeability in all areas of the new office functions and duties.
- (c) Initiate action to inventory and transfer accountability of files, policy and otherwise, documentation, etc., to the offices under the reorganization which have action responsibility. It is suggested that those offices having permanently charged files return them to SR&CD for recharge purposes.

- (d) Once space planning is confirmed, an evaluation be made of safe cabinet file equipment needs, so as to enable its availability as a coordinated effort with the completion of the space refurbishment.
- (e) As in (d) above, determine telephone extension availability and identify new line needs for the new offices, and include these requirements in the overall space availability plan.
- (f) Draw up an overall Office of Security reorganization digest, to include the organizational format, room designations, and telephone numbers for distribution to Agency wide customer interests. Appropriate revisions in Agency telephone directories will be required.

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IMPLEMENTATION SCHEDULE

For purposes of this schedule "X" date is considered to be the availability date of the physical space configured for office utilization. Implementation date is the date on which the Branch personnel can be expected to be functionally operating on a reasonably average productive level.

Branch	Space Date	Productive Functional Operation
OSB	X	+10
IRB	X	X
EAB	X	+10

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CAPER SYSTEM AND FILE AND DOCUMENT
DISTRIBUTION LOGISTICS

(1) The sub-committee does not foresee a valid requirement for a remote terminal in SSD office space. Actions within the Operational Support Branch are not deemed to represent a volume activity demanding computer controls. Although at peak periods actions are heavy in External Activities Branch, these actions for the most part represent one time actions and are thus inconsistent with the major application of computer controls. In short, the possible saving, yet unconfirmed, of computer support to SSD activities, would not be consistent with the larger expense of the terminal installations and operations.

(2) The logistics of file request requirements between SSD and SR&CD and other Office of Security areas is favorable from the service standpoint, inasmuch as the SSD/EAB area contains a dumb-waiter capability and is a control point for file distribution for the fourth floor of the Office of Security.

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13 JUN 1973

MEMORANDUM FOR: Office of Security Reorganization Task Force

SUBJECT : DD/PTOS Reorganization

1. Attached are two statements suggesting name changes, slotting arrangements and functional responsibilities for the Physical Security Division and the Technical Division respectively.

2. In the matter of space accommodations, these points can be made:

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a. The Technical Division can operate effectively using its current space plus that now held by the current Physical Security Technology Branch.

b. The Headquarters Security Branch space situation in the Headquarters Building can and should remain unchanged.

c. The remaining elements of the Physical Security Division can effectively function from the fifth floor of the Chamber of Commerce Building in space running from Room 512 to Room 522 inclusive (as already suggested by the Logistics Branch).

3. In the area of intra-PTOS relationships, these points can be made:

a. All tasking for technical support to Headquarters, e.g., Headquarters alarm installations, maintenance, and repairs; closed circuit TV; etc. will be made via

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direct liaison between the Chief, Headquarters Security Branch (PSD) and the [REDACTED] (TD).

25X1A

b. All tasking for technical support to survey operations, e.g., overseas alarm problems; safe and lock maintenance and repair; etc. will be made via direct liaison between the Chief, Overseas Security Branch (PSD) and the Chief, Overseas Activities Branch (TD).

c. The liaison noted in 3a and 3b above may with time and experience be delegated to lower levels within the respective units.

4. It is felt that PTOS could begin functioning on the basis of the reorganization as early as 1 July 1973 and such an early implementation is heartily encouraged.

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[REDACTED]
PTOS Reorganization Task Force

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13 JUN 1973

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MEMORANDUM FOR THE RECORD

SUBJECT: DD/PTOS Reorganization

1. In accordance with the writer's oral presentation to members of the Task Force on 6 June 1973, it is proposed that the Physical Security Division's Branch names and slot structures as appearing on the "Proposed Office of Security Organization chart (dated 15 May 1973) be changed (marked by astericks) as follows:

OVERSEAS SECURITY BRANCH *

Chief
Sec Off
Sec Off
Sec Off
Steno
Steno

25X9

DOMESTIC SECURITY BRANCH *

Chief
Sec Off
Sec Off
Steno
Steno

25X9

SAFETY BRANCH

Chief
Sec Off
Sec Off
Steno

25X1

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HEADQUARTERS SECURITY BRANCH *

Chief
Sec Off
Sec Off
Sec Off
Sec Off
Sec Off
Receptionists
Clericals



25X9

2. The essential functions planned for the Branches identified in the previous paragraph are:

a. OVERSEAS SECURITY BRANCH

- (1) Conduct of security surveys overseas
- (2) Monitoring of survey followup activities
- (3) Internal and external liaison pertaining to Agency security overseas
- (4) *Counterterror*

b. DOMESTIC SECURITY BRANCH



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- (2) Monitoring of survey followup activities
- (3) Investigation of physical security incidents, e. g., missing classified materials, thefts

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- (4) Security violation program
- (5) Physical security education program


c. SAFETY BRANCH

Unchanged

d. HEADQUARTERS SECURITY BRANCH

Unchanged

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Chief, Physical Security Division

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8 June 1973

MEMORANDUM FOR THE RECORD

SUBJECT: DD/PTOS Reorganization

1. In accordance with the writer's oral presentation to members of the Task Force on 6 June 1973 it is proposed that individual Branch names and slot structures appearing on the "Proposed Office of Security Organization" Chart, dated 15 May 1973, be changed as follows to better accommodate the functional responsibilities planned for the four Headquarters Branches:

Overseas Activities Branch

25X1

Chief
Sec Off
Sec Off
Sec Off
Steno
Clk. Steno



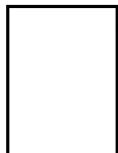
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Engineering and Planning Branch

25X1

Chief
Sec Off
Sec Off
Clk Steno



25X1



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d. Services Branch

- (1) Briefing Program
- (2) Training Program
- (3) Logistics Support and Control
- (4) Equipment Maintenance and Repair

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Chief, Technical Division

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SSC-0177-73

6 June 1973

MEMORANDUM FOR: Cognizant Officers

SUBJECT : Subcommittee Interim Report
Policy and Management
Implementation Plan

1. The following information with its attachments is provided for incorporation into the Policy and Management Reorganization Implementation Plan. General descriptions of implementation actions relevant to the reorganization as well as a time table are presented.

2. The offerings have been structured with two basic concepts acknowledged:

a. Staffing will be done later at the discretion of the Director.

STATINTL b. Space allocations will require coordinated action by [] and approval of management.

3. It is estimated that the reorganization of the various branches of the Plans, Program, and Administration Division will require no time and no relocation with the exception of Plans and Program Branch which should be moved to Room 4E 71. The move is anticipated to require one day. Transfer of the Secretary, Security Committee and Records Administration Officer as well as three secretaries will take place on the same day.

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SSC-0177-73

4. The proposal for the Special Security Center can be implemented at any given moment.

5. The plan for the Information Handling Security Group has been carefully designed and requires attention to the decision to move or not to move the group to the Headquarters Building. There is also question raised by [] as to the timing on personnel adjustments and the name of the group. [] proposes that it be redesignated as a Division. [] estimates that a total time requirement of 12 weeks would be required for implementation. Details of his plan are contained in the attachment.

6. Attachment at TAB B is a PERT chart which reflects the major issue mentioned above and which considers some of [] proposals.

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[]
Chief, Special Security Center

Attachments

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Plans and Programs Branch,
Plans, Programs and Administration Division

The Executive and Planning Division upon abolishment will become the Plans and Programs Branch of the Plans, Programs and Administration Division. Its personnel will be reduced from four professionals and three clericals to two professionals and one clerical. Two functions will be lost; one, the records administration function which will be transferred to the Security Records Division, and two, the Secretary of the Security Committee function which may be transferred to External Activities Branch.

Proposed Reorganization Plan

25X1A

25 June 1973	Transfer of [] to EAB/PS&I along with his Secretary, Security Committee function.
15 July 1973	Transfer of the Records Administration Officer to the Security Records Division.
1 September 1973	Reassignment, one Secretary-Steno, GS-07, and one Secretary-Steno, GS-06, outside the Plans and Programs Branch.
1 September 1973	Appointment of the Chief, Plans and Programs Branch, Planning Officer and Secretary-Steno and their move to Room 4 E-71, at which time the Branch will be activated and report to the Chief, Plans, Programs and Administration Division.

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4 June 1973

MEMORANDUM FOR: Chairman, Policy and Management Subcommittee, Reorganization Task Force

SUBJECT : Reorganization Implementation Plan for Information Handling Security Group

1. Attached for incorporation into the Policy and Management Reorganization Implementation Plan is a timetable and detailed description of implementation actions relevant to the establishment of the Information Handling Security Group under the Office of Security's reorganization plan.

2. Of significance is the need for a determination whether the Information Handling Security Group will be moved to the Headquarters Building prior to or concurrent with the implementation of the reorganization. As you are aware, proposals to accomplish this move have been discussed and approved in concept by the Director of Security over the past year, since almost all of the groups activities are centered in the Headquarters Building. The IHSG plan, therefore, calls for a decision on this matter and shows optional routes in its implementation PERT chart.

3. Personnel adjustments will be required by the proposed table of organization for the Information Handling Security Group; in fact, with the recent departure of three professional assignees to our computer security program such personnel adjustments would be required in any event. While the implementation plan is not specifically addressing this issue, it is important to recognize the need for designating incumbents for the proposed positions at some point in the implementation schedule.

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4. In the preliminary meetings which members of the Implementation Subcommittee's held with the Task Force, it was indicated that recommendations for changes in the proposed names of divisions and branches would be entertained. In order to avoid the uniqueness of the title "Group" as well as to avoid possible derision of such a title, I would recommend that the Information Handling Security Group be redesignated as the Information Handling Security Division.

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Att.

ADMINISTRATIVE INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

INFORMATION HANDLING SECURITY GROUP

Reorganization Implementation Plan

1. The Reorganization Implementation Plan for the Information Handling Security Group involves two parallel sets of action: the refinement of Group responsibilities and functions and the selection of personnel; and the determination and follow-up actions concerning the moving of Information Handling Security assets to the Headquarters Building.
2. The first group of actions consists of three basic steps:
 - a. Defining more precisely the responsibilities and functions of the Information Handling Security Group;
 - b. Identifying the functional responsibilities with specific positions on the new table of organization and preparing revised job descriptions;
 - c. Selecting by designation or recruitment personnel to fill the various positions.
3. The second group of actions related to the possible move of the Group from Chamber of Commerce Building to Headquarters is dependent on a decision whether this long delayed geographical change can and shall be implemented concurrent with the implementation of the reorganization. In the event that the decision is negative, plans detailed in anticipation of such a move should be carried out with deliberate speed to install a remote computer terminal device in Chamber of Commerce Building.
4. Should a positive decision on the move question be decided, this will entail the additional steps of defining Headquarters space requirements, selecting such space, installing a computer terminal in the Headquarters location, refurbishing the space and the eventual physical move.

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ADMINISTRATIVE - INTERNAL USE ONLY

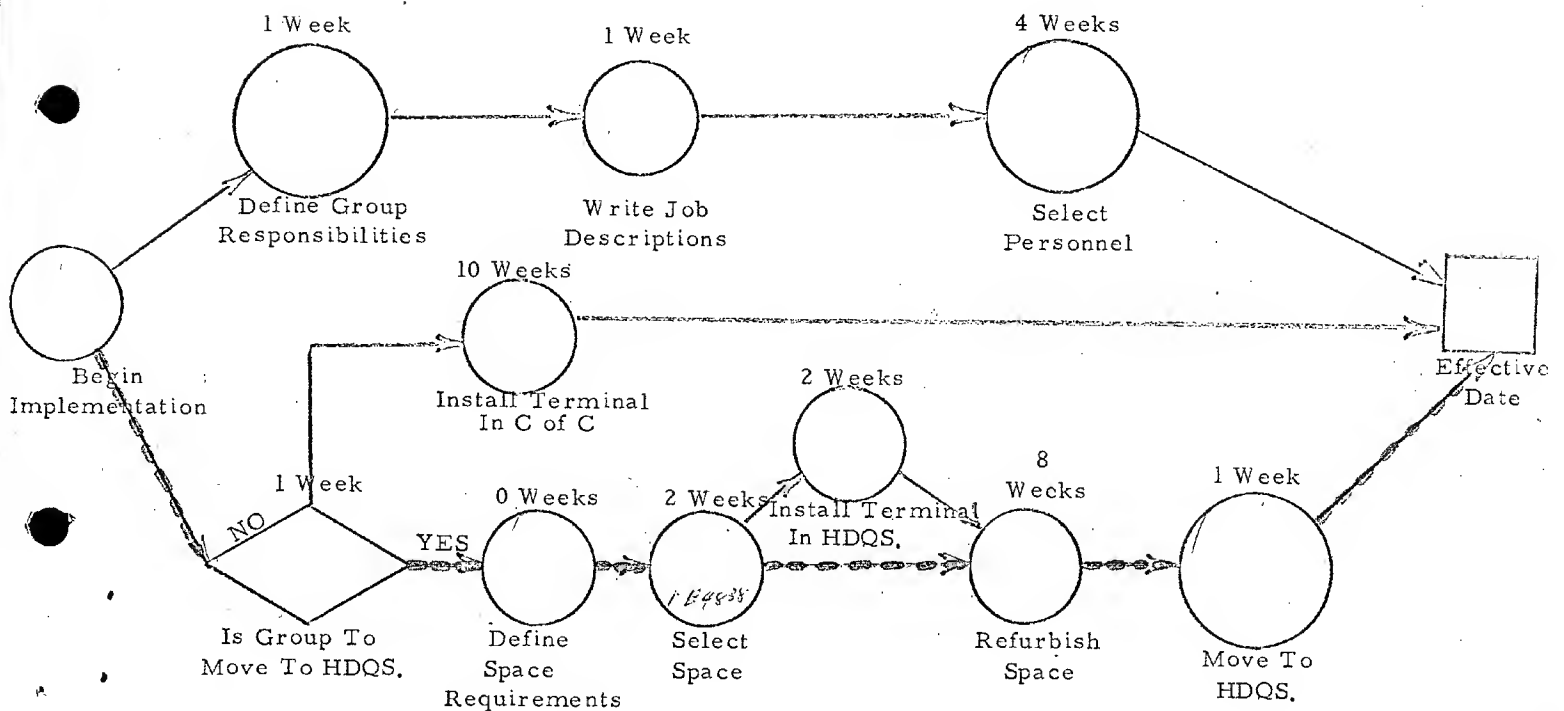
5. A schedule outlining all of these actions is attached in the form of a PERT Chart which reflects a critical path under the Headquarters move option of 12 weeks. Under this schedule, implementation would begin at least at X-12 weeks.

Att.

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INFORMATION HANDLING SECURITY GROUP

Reorganization Implementation Schedule



----- Critical Path

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